The Management Review

INDEX TO VOLUME XXXIX

January through December, 1950

Page numbers included in each issue are as follows:

January	1– 48	*May*	241–300	*September*	509–572
February	49–112	*June*	301–376	*October*	573–636
March	113–176	*July*	377–432	*November*	637–692
April	177–240	*August*	433–508	*December*	693–738

A

Page

ABSENTEEISM (*See also* Health in Industry)
Foot Clinics Cut Absenteeism ... 460
Handling Lateness and Absenteeism of Salaried Employees ... 394
Program to Reduce Chronic Absenteeism ... 465

ACCOUNTING (*See also* Depreciation, Financial Reports)
The Accountant's Share in Company Pension Problems ... 622
The Auditor's Role in the Preparation of Annual Reports ... 551
Centralized vs. Decentralized Accounting Organization—Deciding Which to Use ... 97
Centsless Bookkeeping Cuts Accounting Payroll ... 427
Foreign Currency Devaluation Creates Accounting Problems ... 40
The Industrial Accountant in Labor Relations ... 549
Management Opportunities for the Industrial Accountant ... 722

ADVERTISING
The Cost of Advertising ... 471
Direct Mail Advertising Boom ... 32
How Advertising Increases Securities Values ... 100
How Well Does Advertising Do Its Job? ... 88
No Change in Selling ... 669
Premiums as Sales Builders ... 85
This Union Fights *Beside* Management ... 533
Top Management Must Be "Sold" on Advertising ... 544
Window Testing ... 547

AIR FREIGHT
Air Cargo Volume Increasing, but Better Facilities Needed ... 146
Air Freight—Infant Prodigy ... 546
Air Freight—A Packaging Challenge ... 478

ALCOHOLISM
Alcoholism Is a Problem for Management ... 125

ARBITRATION
An Arbitrator Speaks on the Use of Reported Awards ... 404
83 Per Cent of Union Contracts Include Arbitration Provisions ... 266

ATOMIC BOMBS
If the A-Bomb Falls ... 514

ATTITUDE SURVEYS
Employee Poll Tests Management Policies ... 22
Fringe Benefits—Who Should Pay for Them? ... 209
How the American People Regard Socialism ... 443
Management Views on Pension and Welfare Plans ... 355

1950 Survey of Consumer Finances 314
Public Confidence in Corporate Stocks Rising 351
Public's Idea of Company Profits Still Exaggerated, Survey Shows 678
Should the Government Control the Life Insurance Business? 235
Socialism: Will the American People Accept It? 8
Some Current Attitudes Toward Industry 262
Wage Earner Poll Holds Tips for Financial Managers 291
Wage Earners Are Tax-Conscious 8
What About Pension Plans? 108
What Do Advertising Managers Think of Their Jobs? 668
What Do Employees Think About Pensions? 322
What the Factory Worker Thinks 266
Workers Like Display of Interest by Management 330

B

BUDGETING
Efficient Planning for Budgeting 159
BUSINESS CONDITIONS (*See also* Economic Conditions)
Boom in Number of Nation's Enterprises Slowing Down 376
The Care and Feeding of Small Business 639
How Big in 1980? 5
How Long Will the Boom Last? 379
What About Business in 1950? 2
BUSINESS FORECASTING
Business Planning in a Half-War 434
A Survey of Business Forecasting Practices 250

C

CHAIN STORES
How Chains Are Selecting Locations 148
COLLECTIVE BARGAINING (*See also* Fringe Benefits, Labor-Management Cooperation, Unions)
An Arbitrator Speaks on the Use of Reported Awards 404
BLS Cautions On Use of Price Indexes in Contract Escalation 70
The Controller and Collective Bargaining 672
Danger Spots in Pension Clauses 264
Five Years of Industrial Peace 453
How Not to Give Away Your Right to Manage 320
The Industrial Accountant in Labor Relations 549
Industrial Peace Through Compulsory Arbitration? 139
Labor Monopolies—What to Do About Them 411
Multi-Employer Bargaining—Good or Bad? 650
Some Pointers on Pension Bargaining 232
Trends in Industry-Wide Bargaining 409
COMMUNICATION (*See also* Educational Programs, Employee Publications, Financial Reports, Public Relations)
Are We Breeding a Generation of "Securocrats"? 580
Are You Using Your Bulletin Boards to Advantage? 267
The Battle for Men's Minds 697
Don't Fancy Up Your Writing 130
Employee Communications in an Era of Mobilization 654
"How're We Doing?"—Scott Paper Company Reports to Employees 714
Is Anybody Listening? 574
Is the Language of Business Doing Its Job? 694
Making the Most of Telegraph Services 704
Measuring the Results of Employee Communication Programs 457
Speak Up, Mr. Employer! 655
34 Million Telephones 594
Workers Like Display of Interest by Management 330
You Can Build It Yourself 21
COMPENSATION. *See* Expense Accounts, Incentives, Salaries, Salesmen's Compensation, Wage
CONSULTANTS
Getting Maximum Results from Management Consulting Services 122
CONSUMER SAVINGS
Postwar Savings Patterns 101
CORRESPONDENCE
Business Letters Cost Too Much 259
. . . But I was Sick 384
How to Improve Your Correspondence 127
Make Your Letterhead a Good Salesman 193
Pointers for Business Letter Writers 12
COST CONTROL
Cutting Costs on the Production Line 275
An Effective Forms Control Program 317
How to Reduce Costs and Keep Them Down 25
Incentives Reduce Costs 543
Making Administrative Overhead Flexible 620
A New Approach to Cost Reduction 142
Organizing for Improvement in the Break-Even Point 35
Pointers for Cutting Office Costs 391
Proper Spending—The Best Way to Cut Packaging Costs 96
Some Suggestions for Reducing Telegram Expense 318
Statistical Quality Control Can Cut Costs 413
A Tip for Cutting Telegram Costs 259
CREDIT MANAGEMENT
How the Credit Man Can Help His Sales Manager 283
Survey on Sources of Credit Information 429

D

DEPRECIATION
An Analysis of the Effects of Current Depreciation Policy 231
Special Fund Supplements Inadequate Replacement Reserve 677
The Under-Depreciation of Corporate Assets 37
DISCOUNTS
Discount Battle 92
New AMA Catalogue to Inaugurate Simplified Discount Policy 636
DONATIONS
Supporting Social Welfare Agencies—A Solution to the Fund-Raising Problem 58
Trends in Corporate Donations 245
Trends in Corporate Donations 585

E

ECONOMIC CONDITIONS (*See also* Business Conditions)
American Capitalism: Where Are We Going? 378
Americans Can Be Eight Times Richer 182
Americans Deep in Debt, But Earnings Are High 426
The Battle for Men's Minds 697
Better Than We Think 114
Don't Sell Yourself Short 698
A Forecast of Long-Term Economic Trends 441
Management's Role in Winning the Peace 178
1950 Survey of Consumer Finances 314
Some Economic Problems Arising from Expanded Pensions 387
These Are Days for Poetry, Not Statistics 437
Today's Economic Challenge 578
Where Are We and Where Are We Going? 306
EDUCATIONAL PROGRAMS (*See also* Communication)
Are We Breeding a Generation of "Securocrats"? 580
Company Pays for Employees' Education 21
Education and the Employee 206
An Evaluation of Business-Sponsored Teaching Aids 83
Industrial Public Relations and the Secondary Schools 644
An Industrial Training Program Branches Out 327
"Milestone" Pension Plan for 10,000 at Johnson & Johnson 207
"Operation Free Enterprise" 383
Realistic Teaching of Investment Problems 36
Tell Your Story to Tomorrow's Customers 418
EMPLOYEE BENEFITS (*See also* Incentives, Pension Plans, Profit Sharing)
Survey of Employee Benefit Plans 109
EMPLOYEE PUBLICATIONS (*See also* Financial Reports)
Evaluating the Employee Publication 329
An Experiment in Public Relations 443
Getting Community Readership for Your Company Publication 646
Handling Post-Deadline News in the Employee Publication 407
The Key to Readership in the Employee Magazine 653
Making Full Use of the Employee Publication 201
The Plant Newspaper: Production Rathole 323
Readability of Employee Handbooks 708
"Selling" the Plant Newspaper to Employees 199
Stimulating Family Readership of the Employee Publication 606
EMPLOYEE SERVICES
Foot Clinics Cut Absenteeism 460
Mouths to Feed are Always a Problem 538
EMPLOYEE STOCKHOLDERS (*See also* Profit Sharing)
Antidote to Radicalism 460
Broadening the Base of American Enterprise 483
Employee Ownership Experiment Underlines Need of Sound Management 263
A Stake in Business 641
62 Years of Profit Sharing at Procter & Gamble 601
Stock for Pension Participants 557
EMPLOYMENT PRACTICES
Are Men Over 40 Worth Hiring? 260
Employment Service Provides Technical Aids to Management 270
Jobs After Forty 265
The Older Worker—A Production Asset 331
EMPLOYMENT STABILIZATION
A Management Action Program for Stabilizing Employment 308
EXECUTIVES
Conserving the Executive's Time—Less Waste at Work 645
Do You Want to Remember Better? 702
Filling Gaps in Executive Talent 529
Fire Towers for Business 184
How Executives Keep from Growing Old 55
Planned Industrial Experience Builds Better Executives 23
Productivity Plus—for Executives 700
What Do I Know About Myself? 119
EXPENSE ACCOUNTS
Expense Accounts *Can* Be Honest! 444

F

FACTORY MANAGEMENT (*See also* Maintenance, Quality Control, Safety)
Cutting Costs on the Production Line 275
How to Reduce Costs and Keep Them Down 25

Materials Handling in American Industry—1950: A Report of Progress 144
Materials Handling: Savings Frontier! 716
A New Approach to Cost Reduction 142
Organized Replacement Increases Plant Productivity 611
A Program to Raise Production, Cut Waste 415
Rating Form Saves Time in Machine Replacement 470
You Can Rent It for Less 662

FEDERAL PRISON INDUSTRIES
Industry Behind Bars 512

FILING (*See also* Records)
The Filing Problem: A Frontal Attack .. 521
A Survey of Company Filing Practices ... 389

FILMS
Film Fare for Industry 75
Getting Results with Industrial Movies .. 602
Movies Promote Safety 209

FINANCIAL MANAGEMENT (*See also* Accounting, Budgeting, Credit Management, Depreciation, Pension Plans, etc.)
Continued Decline in Plant and Equipment Expenditures 102
The Controller and Collective Bargaining 672
The Cost Aspect in Pension Planning ... 423
Death of a Partner 482
Distribution Cost Analysis Points the Way to More Profitable Business 675
Financing Voluntary Pension Plans 345
Making Administrative Overhead Flexible 620
Organizing for Improvement in the Break-Even Point 35
Our Long-Term Capital Needs 723
Some Errors in the Cost Analysis of Change 724
Taxes on Gifts to Deceased Employees' Dependents 726
What Research Can Do for Controllers 227

FINANCIAL REPORTS
The Auditor's Role in the Preparation of Annual Reports 551
"How're We Doing?"—Scott Paper Company Reports to Employees 714
The Modern Annual Report: Keystone of Stockholder Relations 428
Rate Your Annual Report 166
Stockholders' Meetings "Covered" for Absentees 553

FIRE PREVENTION
Are We Relaxing Our Industrial Fire Defenses? 46
Don't Let the Human Element Fail 170
Fire Prevention—A Year-Round Job 42
Implications of Recent Industrial Fire Experience 625
Minimizing Fire Hazards in New Constructions 469

FOREIGN TRADE
Our Waning Exports 281
Some Do's and Don'ts for the Prospective Exporter 422
Tough Sledding Ahead in Foreign Trade 92

FORMS
An Effective Forms Control Program ... 317
Filling Gaps in Executive Talent 529
Make Your Letterhead a Good Salesman 193
Putting the Business Form Together 131
Raising Efficiency in the Transcription Department 450
Rating Form Saves Time in Machine Replacement 470

FRAUD CONTROL
The Embezzler—A Composite Picture 630
Crime Prevention Service for Business Men 680
Psychology and the Crooked Employee 210
The Yegg and You 684

FREE ENTERPRISE (*See also* Employee Stockholders, Profit Sharing, Stockholders)
Are We Breeding a Generation of "Securocrats"? 580
Employee Ownership Experiment Underlines Need of Sound Management 263
Is Anybody Listening? 574
Let's Make Capitalism Personal 510

FREEDOMS FOUNDATION AWARDS
Freedoms Foundation Awards for 1950 to Total $100,000 385

FRINGE BENEFITS
Fringe Benefits—Who Should Pay for Them? 209
Health and Welfare Provisions of 18 Companies 412

G

GOVERNMENT CONTRACTS
What You Should Know About Mobilization 466
What You Should Know to Get Federal Contracts 337

H

HEALTH IN INDUSTRY
Business Men Must Relax 57
. . . But Play for Fun 3
Detecting Hidden Diabetes in Industry 608
Guarding the Health of Office Workers 16
Health and Welfare Provisions of 18 Companies 412
How Executives Keep from Growing Old 55
Keep Your Mind in Mind 638
Maintaining Sound Mental Health: 9 Commandments for Business Men 252
A Plan to Boost Cancer Education 408
Your Vitality Cycle 124

HIRING (*See also* Employment Practices)
Are Company Hiring Policies Unfair to Veterans? 464

HUMAN RELATIONS
The Battle for Men's Minds 697
Do You Want to Remember Better? 702
How to Work for Your Secretary 449
Job Values in Relation to Personal Background 530
A Program to Raise Production, Cut Waste 415
Selling Office Procedures to Employees 447
A Sound Philosophy for Business Men 383
These Are Days for Poetry, Not Statistics 437
Those Who Grow Weary and Faithless 701

I

INCENTIVES (*See also* Profit Sharing)
Antidote to Radicalism 460
Conditioning Employees for Incentives 66
Incentive Plan Aids Employees to Patent Inventions 138
Incentives Reduce Costs 543
A Novel Sales Incentive Plan 282
62 Years of Profit Sharing at Procter & Gamble 601
Wage Incentives Can Improve Quality 76
INDUSTRIAL CONSTRUCTION
Current Business Construction Inadequate 540
INDUSTRIAL RELATIONS (*See also* Collective Bargaining, Communication, Human Relations, Labor-Management Cooperation, Personnel Management, etc.)
Annual Survey of University Research Now Under Way 188
Antidote to Radicalism 460
Five Years of Industrial Peace 453
How Can We Improve Labor-Management Relations? 595
Pattern for Improved Labor-Management Relations 17
Seventeen Years of Multiple Management 185
INFLATION
Stealing the Savings of the Thrifty 286
INSTALLMENT BUYING
Public Puts Record $17 Billion on the Cuff in 1949 102
Retail Installment Practices: A Survey 288
INSURANCE (*See also* Fraud Control, Pension Plans, Retirement, Social Security)
The Broad Picture of Corporate Insurance 681
A Check List of Coverages for Corporate Insurance Buyers 172
Competitive Insurance Philosophies in Action 291
Cost Index Method for Determining Insurable Values 39
The Embezzler—A Composite Picture 630
The Insurance Buyer Speaks Up 107
Private Insurance and Social Insurance Programs 236
Should the Government Control the Life Insurance Business? 235
Accident & Health:
Many Firms Liberalizing A & H Policies 43
Record Increase in Group Disability Cover 630
Business Life:
Money Can't Replace Men 629
Survey on Company Attitudes Toward Business Life Insurance 490
Fidelity:
Fidelity Bonds Mean Indemnity for Employee Embezzlements 171
Fire:
Buyers' Market Developing in Fire Insurance 109
Fire Insurance Values and Appraisals .. 556
What Do You Mean . . . a "Friendly" Fire? 680
Group:
The Cost of Welfare Plans 431
Forecast of Group Insurance Trends 44
Life (Insurance) Begins at 65? 488
Unemployment:
Prosperity Paradox 684
Saving Money on Compensation Claims 353
War Damage:
Some Problems of War Damage Insurance 679
INTERVIEWING
Function of the Interview in Personnel Administration 134
INVENTIONS
Incentive Plan Aids Employees to Patent Inventions 138
INVENTORY CONTROL
It Pays to Sell Inventory Control 333
The Responsibility for Stores and Inventory Control—A Survey of Current Organizational Practices 78
INVESTMENTS (*See also* Stockholders)
Buy Stocks If 164
Don't Look for Management at Bargain Rates 289
Needed: More Owners 480
Our Long-Term Capital Needs 723
Public Confidence in Corporate Stocks Rising 351
Wage Earner Poll Holds Tips for Financial Managers 291
What People Own—Potential Markets? 224

J

JOB EVALUATION
A Logical Approach to Office Job Evaluation 189
NEMA Salaried Job Rating Plan for Clerical, Supervisory and Technical Positions 176
JOB PERFORMANCE
Job Values in Relation to Personal Background 530
A Million Morons 535

L

LABOR COSTS
Breakdown of Labor Costs for 36 Industries ... 70
Caterpillar Cuts Indirect Labor Costs ... 664
Some Economic Problems Arising from Expanded Pensions ... 387
LABOR FORCE
Marital and Family Characteristics of Labor Force ... 327
Number of Women Workers Rising ... 534
The Older Worker—A Production Asset 331
LABOR-MANAGEMENT COOPERATION
Blood for a Day with Pay ... 600
Labor-Management Cooperation for Safety: A Statement of Principles ... 610
This Union Fights *Beside* Management 533
LABOR RELATIONS. *See* **Industrial Relations**
LIBRARIES
How to Organize a Company Library ... 593

M

MAINTENANCE
Cutting the Cost of Plant Maintenance 416
An Effective Maintenance Program ... 417
18 Pointers for Your Maintenance Department ... 335
How Much Should Maintenance Cost? 659
The Importance of Maintenance to Safety ... 715
Keeping Maintenance Costs at a Practical Minimum ... 81
Maintenance Organization and Management—Principles ... 271
Plant Housekeeping Hints ... 276
"Rules of Conduct" Keep Strike Losses Low ... 402
MANAGEMENT CONTROL
Management Control: The Executive's Instrument Panel ... 246
MANAGEMENT POLICIES (*See also* Service Awards)
Management at the Crossroads ... 116
Seventeen Years of Multiple Management ... 185
MANAGEMENT PRINCIPLES
Business Men Must Face the Facts ... 242
How Not to Give Away Your Right to Manage ... 320
In Defense of Ivory Towers—And Their Tenants ... 386
Memo to Top Management ... 445
Memorandum to the Board of Directors: ... 254
The Obligation of Management to Be Competent ... 583
The Road to Business Leadership ... 302
10 Tests of a Good Organization ... 9
Toward Better Organization ... 57
Why Follow Precedent? ... 11
MANAGEMENT SURVEYS
Company Policy on Memberships in Professional Societies ... 658
Does Large Corporate "Bigness" Harm the American Economy? ... 582
How Manufacturers Use Productivity Data ... 541
Improvement by Comparison ... 539
A Survey of Business Forecasting Practices ... 250
White-Collar Personnel Practices: A Survey ... 255
MARKET ANALYSIS
Buying Habits in the Home ... 279
How to Give the Customer What He Wants ... 33
Potential Market ... 282
A Study of Consumer Buying Habits 477
A Study of Wage Earner Purchasing Plans ... 300
Your Juvenile Market ... 223
MARKETING (*See also* Advertising, Discounts, Foreign Trade, Pricing Policies, Retailing, Sales Management, etc.)
A Balanced Program of Marketing Research ... 338
Distribution Cost Analysis Points the Way to More Profitable Business ... 675
Does Your Product Distribution Match Your Advertising? ... 420
Extracting New Markets from Ads ... 344
Growing Industry: Vending Machines 477
The Handling and Follow-Up of Product Inquiries ... 614
Must the Sales Organization Change Its Spots? ... 30
Organizational Role of the "Market Manager" ... 91
Sell by Product?—Or Sell by Market? 150
Standards for Evaluating Marketing Research Studies ... 151
Trade-Marks Are Your Silent Salesmen ... 341
20 Ways to Broaden Your Market ... 93
What You Should Know to Get Federal Contracts ... 337
Why Manufacturers' Sales Meetings for Distributors Flop ... 475
MERIT RATING
Emotional Bias in Merit Rating ... 269
Employee Rating Guide to Be Published April 28 ... 195
METALS
Here Are Tomorrow's "Wonder Metals" 216
The Truth About Tantalum ... 336
MICROFILMS
AMA Periodicals to Be Available in Microfilm Editions ... 124
MOBILIZATION
Is Industry Prepared for War Production?—The Purchasing Agent's Views 664
Need Workers? ... 657
What Are Your Plans for Employees in Service? ... 711

What the Little Hot War Means to Industry ... 513
What You Should Know About Mobilization ... 466
MORALE
Blue Mondays Are Really Blue ... 604
Is Everybody Happy? ... 649
Scoring High with Your Workers Through Organized Sports ... 208

N

NATIONAL DEFENSE (*See also* War Contracts)
The Battle for Men's Minds ... 697
The Challenge to Industrial Production 717
The Climbing Cost of Defense ... 436
Danger: Enemies from Within! ... 660
If the A-Bomb Falls ... 514
These Are Days for Poetry, Not Statistics ... 437

O

OBSOLESCENCE
Crisis in Tools ... 542
Current Business Construction Inadequate ... 540
OFFICE ECONOMY
Pointers for Cutting Office Costs ... 391
Some Suggestions for Increasing Office Efficiency ... 13
Typist Training: An Often Overlooked Area for Savings ... 647
OFFICE EQUIPMENT
Dictating Machine Holds Secretarial Threat ... 592
Electric Hunt'n Peck ... 449
What's New in Office Equipment ... 61
OFFICE MANAGEMENT (*See also* Correspondence, Forms, Job Evaluation, Personnel Management, Records)
Applying Quality Control to Office Operation ... 590
Building Morale in the Office ... 706
In Defense of the Office Mule ... 130
How to Work for Your Secretary ... 449
Increasing Office Productivity Through Training ... 451
Instructing Employees on Telephone Habits ... 133
Making the Most of Telegraph Services 704
Methods Simplication in the Office—A Survey of Trends and Practices ... 59
Personalized Reception Folder ... 721
Selling Office Procedures to Employees 447
Simple Safety Rules for the Office ... 519
Steno Shortage ... 706
Streamline Your Office Organization Now ... 707
Use of Color in Clerical Work ... 703
Work Simplification Applied to Clerical Operations ... 648
OLDER WORKERS
Labor Secretary Endorses Subsidy Plan for Older Workers ... 627
The Older Worker—A Production Asset ... 331
Pensions vs. Pay ... 193
When a Man Retires ... 407
OVERTIME
Do Suggestion Systems Make Employers Liable for Extra Overtime Pay? ... 198

P

PACKAGING
Air Freight—A Packaging Challenge ... 478
How to Package for Improved Salability 156
Improved Design Can Cut Packaging Costs ... 225
Pointers for Better Packaging ... 226
Proper Spending—The Best Way to Cut Packaging Costs ... 96
Rate Your Package ... 157
War and Packaging: Where Do We Stand? ... 670
What Management Expects of Packaging ... 94
PACKING AND SHIPPING
Cut Freight Loss Through Proper Marking of Shipments ... 275
Tips for Trimming Your Shipping Costs 91
PENSION PLANS (*See also* Retirement, Social Security)
Can Management Design a Pension Plan? ... 628
The Case for or Against Employee Pension Contributions ... 725
Company Pension Practices: A Survey 167
The Cost Aspect in Pension Planning 423
Danger Spots in Pension Clauses ... 264
Does Your Pension Plan Need Amendment? ... 424
Do's and Don'ts in Pension Planning ... 105
An Economist Looks at Pensions ... 168
Effect of Employee Contributions on Pension Cost ... 352
Employee Contributions to Retirement Plans ... 41
Factors to Consider in Planning Pensions ... 487
Financing Voluntary Pension Plans ... 345
Ford Plans $100-a-Month Pension for Salaried Employees ... 140
Is This the Time to Start a Pension Plan? ... 430
Management Views on Pension and Welfare Plans ... 355
Pension Plans May Be Illegal ... 627
Pension Trends ... 45
Pensions—A Public Issue ... 554
Pointers on Pension Bargaining ... 63
Procedure for Installing a Pension Plan 489
Small Business Can Pay Pensions ... 162
Social and Economic Implications of Private Pension Plans ... 295
Some Pointers on Pension Bargaining ... 232
Some Problems of Pension Planners ... 484
What About Pension Plans? ... 108
PERSONALITY TRAITS
Needed: Emotionally Mature Workers 400

PERSONNEL MANAGEMENT (*See also* Communication, Human Relations, Interviewing, Morale, Recruitment, Training)
Antidote to Radicalism ... 460
The Bugaboo of the Garnishee ... 138
A Case Study in Community Relations ... 446
Clock Watchers ... 649
Conditioning Employees for Incentives 66
"Democracy's Last Ticket" ... 72
Dusting Off the Industrial Welcome Mat 516
Employee of the Month—And Year ... 654
Handling Problems Connected with Employee Parking Lots ... 465
How to Run Employee Contests for Improved Performance ... 605
Keeping Your Retirement Plan Sold ... 682
Let's Make Capitalism Personal ... 510
A More Effective Personnel Job Through the Employee Utilization Concept ... 597
Needed: Emotionally Mature Workers 400
No Smoking! ... 533
The Personnel Department and the Line Organization ... 526
Personnel Looks to Its Future ... 522
Personnel Men: Their Duties ... 25
Relative to Relatives ... 203
What Are Your Plans for Employees in Service? ... 711
White-Collar Personnel Practices: A Survey ... 255
POLITICAL TRENDS
Where Is Organized Labor Going? ... 52
POPULATION TRENDS
The "Mature Economy" Doctrine Is Debunked Again ... 50
Since 1940 155
PREMIUMS
Premiums as Sales Builders ... 85
PRICING POLICIES
Preparing for Price Control ... 665
Pricing Policies and Problems in 1950 ... 277
PRODUCTIVITY
The Challenge to Industrial Production 717
How Manufacturers Use Productivity Data ... 541
Labor Leaders' Views on Boosting Productivity ... 416
Productivity Increase Needed to Raise Workers' Real Wages ... 415
Productivity Increase in Non-Manufacturing Industries Noted ... 468
Productivity Plus—for Executives ... 700
Survey on Productivity and Labor Relations ... 662
What Is the Secret of Higher Productivity and Income? ... 220
When Do We Eat? ... 396
Your Vitality Cycle ... 124
PROFIT SHARING
An Experiment in Profit Sharing ... 651
Partners in Velvet ... 656
62 Years of Profit Sharing at Procter & Gamble ... 601
PROFITS
Plow the Profits Back ... 673
Public's Idea of Company Profits Still Exaggerated, Survey Shows ... 678
A Survey of Corporate Profits ... 290
PSYCHOLOGY IN INDUSTRY
Clock Watchers ... 649
Job Values in Relation to Personal Background ... 530
Keep Your Mind in Mind ... 638
A Million Morons ... 535
Psychology and the Crooked Employee 210
When a Man Retires 407
PUBLIC RELATIONS (*See also* Communication)
Being a Good Neighbor ... 186
Better Press Relations for Industry ... 642
A Case Study in Community Relations 446
Corporations Seek Stockholder Good Will ... 350
Dusting Off the Industrial Welcome Mat ... 516
An Experiment in Public Relations ... 443
Five Useful Public Relations Tools ... 699
Get-Acquainted Week Boosts Community Relations ... 640
Getting Acquainted with the Community ... 120
Getting Community Readership for Your Company Publication ... 646
How Industry Sells Itself to Its Hometown ... 385
Industrial Public Relations and the Secondary Schools ... 644
A Marketing Expert Looks At Public Relations ... 548
Open House Technique: A Direct Approach ... 314
A Problem in Public Relations ... 388
Research Helps Develop Successful Stockholder Relations Campaign ... 674
Some Pointers on Holding "Open House" ... 304
A Stake in Business ... 641
Stockholders' Meetings "Covered" for Absentees ... 553
What Do You Have to Sell? ... 646
What's Wrong with Plant Tours?: A Tourist's View ... 586

Q

QUALITY CONTROL
Applying Quality Control to Office Operation ... 590
Available Literature on Quality Control in Industry ... 80
Cost Reduction Through Quality Improvement ... 29
Statistical Quality Control Can Cut Costs ... 413
Wage Incentives Can Improve Quality 76

R

RECORDS (*See also* **Filing**)
Are You Storing Junk? ... 518
Permanent Is Forever! ! ! ... 257
A Survey of Company Filing Practices 389
RECREATION
The Play's the Thing ... 141
Scoring High with Your Workers Through Organized Sports ... 208
RECRUITMENT
Recruiting Techniques for a Tightening Labor Market ... 713
RESEARCH
Appraising Returns from Industrial Research ... 588
A Balanced Program of Marketing Research ... 338
Industrial Research Practices in 41 Companies ... 609
Research to Industry's Order ... 440
Standards for Evaluating Marketing Research Studies ... 151
What Research Can Do for Controllers 227
RETAILING (*See also* **Chain Stores**)
The 100 Largest Retailers ... 285
Retail Installment Practices: A Survey 288
Variety Chains in New Stage of Development ... 87
RETIREMENT
Competition Between Independents and the Chains ... 720
Keeping Your Retirement Plan Sold ... 682
Pensions vs. Pay ... 193
When a Man Retires 407

S

SAFETY
Accidents Off the Job ... 663
Eye Safety Program Raises Efficiency ... 274
How to Operate a Safety Program ... 661
If the A-Bomb Falls ... 514
The Importance of Maintenance to Safety ... 715
Is Your Safety Eye Wear Safe? ... 613
Labor-Management Cooperation for Safety: A Statement of Principles ... 610
Measuring Industry's Protective Clothing Needs ... 218
Movies Promote Safety ... 209
Safety Program Cuts Accidents 36 Per Cent ... 145
A Short, Short Safety Story ... 22
Simple Safety Rules for the Office ... 519
Westinghouse Organizes for Safety ... 71
What's *Your* Safety Record? ... 354
"Wise Owl Club" Promotes Eye Safety 604
SALARIES (*See also* **Salesmen's Compensation, Wage and Salary Administration**)
Current Office Salaries and Salary Administration ... 191
New York White-Collar Salaries Up 3 to 6 Per Cent ... 319
1950 BLS Salary Surveys Announced ... 393
SALES MANAGEMENT (*See also* **Marketing, Training: Sales**)
Cost of Keeping Salesmen in the Field 617
Do Salesmen's Reports Waste Time? ... 617
Don't Hire a Salesman—Hire a Man and Wife Team ... 718
How the Credit Man Can Help His Sales Manager ... 283
Inquirers Deserve First-Class Treatment 343
Keeping Catalogs Up to Date ... 592
A Novel Sales Incentive Plan ... 282
Pep Up Sales Meetings ... 155
Pointers on Building Sales-Mindedness 669
Ringing Door Bells—A Growing Sales Medium ... 719
The Sales Department's Role in Cost Reduction ... 221
Specification for the Ideal Sales Manager ... 476
Tell Your Story to Tomorrow's Customers ... 418
21 Yardsticks to Measure Sales Performance ... 153
Unique Contest for Salesmen Pays Off 421
Watch Your Price Cuts! ... 545
What College Graduates Say About Employers' Sales Training ... 472
SALESMEN
Eavesdropping on Salesmen ... 31
The Great American Salesman ... 340
Salesmen in a Buyers' Market ... 34
Improving Relations Between Salesmen and Purchasing Agents ... 618
Some Major Reasons Why Salesmen Fail ... 423
SALESMEN'S COMPENSATION
Recent Trends in Salesman Compensation ... 666
A Sales Compensation Plan to Stimulate Sales of Profitable Products ... 89
Salesmen's Earnings in 1949 ... 619
Survey on Traveling Expenses for Salesmen ... 721
SELECTION PROCEDURES
Don't Hire a Salesman—Hire a Man and Wife Team ... 718
Improving Your Supervisory Selection Methods ... 68
Recruiting and Placing College Graduates in Business ... 462
SERVICE AWARDS
A Service Recognition for the Family 20
SOCIAL SECURITY
The Pressing Problem of Old-Age Security ... 103
Private Insurance and Social Insurance Programs ... 236
The Quest for Economic Security: Whose Responsibility? ... 380
What Do Employees Think About Pensions? ... 322
SOCIALISM
"Cold" Socialization ... 253

How the American People Regard Socialism 443
STOCKHOLDERS (*See also* Employee Stockholders, Investments)
Antidote to Radicalism 460
Broadening the Base of American Enterprise 483
Corporations Seek Stockholder Good Will 350
The Modern Annual Report: Keystone of Stockholder Relations 428
Research Helps Develop Successful Stockholder Relations Campaign 674
A Stake in Business 641
Stock for Pension Participants 557
SUGGESTION SYSTEMS
Do Suggestion Systems Make Employers Liable for Extra Overtime Pay? 198
SUPERVISORS
Improving Your Supervisory Selection Methods 68
Realistic Approach to Supervisory Communications Needed 395

T

TAXES
Survey Shows Cost of Maintaining Tax Records 351
Taxes on Gifts to Deceased Employees' Dependents 726
Wage Earners Are Tax-Conscious 8
TECHNOLOGICAL CHANGE
Conveyor Belts—They May Move People, Too 636
Mechanical Power on Farms 10 Times That in Industry 146
TIME STUDY
Of Time and the Worker 205
TRADE-MARKS
Manage Your Trade-Marks 615
Trade-Marks Are Your Silent Salesmen 341
TRAINING (*See also* Educational Programs)
An Industrial Training Program Branches Out 327
Training Aids Can Make Employees Happier 324
What College Graduates Say About Employers' Sales Training 472
Apprentice:
Apprentice Training Provides Industry's Skilled Mechanics 204
Office:
Office Training from A to Z 315
Sales:
A Comprehensive Training Plan for Sales Personnel 88
Teaching Salesmen by Dramatics 147

U

UNIONS (*See also* Collective Bargaining, Labor-Management Cooperation)
How Unions Are Run 196
Labor Monopolies—What to Do About Them 411
Labor's Financial Assets: A Growing Problem 230
"Rules of Conduct" Keep Strike Losses Low 402
Trends in Industry-Wide Bargaining 409
Union Membership in the United States 528

V

VACATIONS
A Study of Vacation Trends 461
Vacation Scheme 328
Vacations—Mass vs. Staggered 403
VITALITY
Your Vitality Cycle 124

W

WAGE AND SALARY ADMINISTRATION (*See also* Incentives)
BLS Wage Surveys, Price Index, Explained in New Reports 712
Current Office Salaries and Salary Administration 191
A Logical Approach to Office Job Evaluation 189
Points to Remember in Making a Wage Survey 897
Practices of 100 Companies in Compensating Management Employees for Certain Expenses Considered Beneficial to Company Work 459
Salary Administration for Middle Management Positions 348
WAGES
BLS Dictionary Defines Wage Terms 202
Productivity Increase Needed to Raise Workers' Real Wages 415
Wages and Hours in Distribution 72
WALSH-HEALEY ACT
Present Implications of Walsh-Healey Act of 1936 456
WAR CONTRACTS
Getting Security Clearances for War Contracts 710
WASTE CONTROL
Getting Wise to Waste 29
WOMEN WORKERS
How to Keep Women Workers Happy 141
Marital and Family Characteristics of Labor Force 327
Number of Women Workers Rising 534